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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General*

Summary

The present report, prepared pursuant to General Assembly resolution 72/304, highlights key developments in United Nations peacekeeping since the issuance of the previous report (A/72/573 and A/72/573/Add.1) and identifies issues for consideration by the Special Committee on Peacekeeping Operations. The addendum to the present report provides information on the status of the specific requests made by the Special Committee in its report for 2018 (A/72/19).

* The present report was submitted after the deadline in order to reflect the most recent available information.

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I. Introduction

1. The successful conclusion of the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Mission in Liberia (UNMIL) in 2017 were significant milestones for United Nations peacekeeping. The United Nations Stabilization Mission in Haiti (MINUSTAH) also began a transition to a smaller peacekeeping presence as the United Nations Mission for Justice Support in Haiti (MINUJUSTH), and plans are under way to draw down the African Union-United Nations Hybrid Operation in Darfur (UNAMID).

2. Notwithstanding those accomplishments, peacekeeping missions continue to operate in difficult environments. The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Mission in South Sudan (UNMISS) pursued mandates to support challenging political processes, protect civilians and support national capacity-building, including in the areas of security, the rule of law and the upholding of human rights. In the Middle East, the United Nations Interim Force in Lebanon (UNIFIL) continued to safeguard the cessation of hostilities between Israel and Lebanon.

3. Across peacekeeping operations in Africa and the Middle East, new threats are emerging. Transnational organized crime, regionalized conflicts and asymmetric attacks and the use of terrorist tactics against peacekeepers undermine the implementation of mandates to support peace. Regional and international tensions have further complicated efforts to bring peace, increasing the challenges of finding consensus with regard to peace processes. I have been particularly appalled by the high level of casualties suffered by peacekeeping operations since the beginning of my tenure.

4. Those challenges led me to launch a new initiative, Action for Peacekeeping, in March 2018. Recognizing that United Nations peacekeeping is a collective and multilateral instrument that depends on a range of stakeholders playing their respective roles, the initiative aims to revitalize the political will and action required for success in today's difficult operations. The initiative, widely endorsed by Member States, identifies commitments that must be fulfilled by all stakeholders to ensure that our operations perform to their fullest abilities within the parameters of realistic expectations. United Nations peacekeeping, a tool developed by the Organization to support parties to conflict in achieving peace, has a noble legacy of supporting peace and stability across the globe. Peacekeeping has evolved over the decades in response to the changing nature of conflict. Today's challenges of protracted and regionalized conflicts for which definitive resolutions are elusive, and the increasingly non-permissive environments within which United Nations missions must operate, combined with budgetary pressure, dictate fresh approaches to mandate implementation.

II. Secretariat-wide reforms and peacekeeping

A. Reform of the Peace and Security Architecture

5. As noted in the 2015 report of the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446), fragmentation of the United Nations peace and security pillar undermines efforts to resolve conflict early and effectively. My reforms to the Secretariat architecture (see A/72/525), approved by the General Assembly on

20 December 2017 (see resolution 72/199), prioritize the prevention of conflict and the sustaining of peace, enhance the effectiveness and coherence of peacekeeping operations and special political missions and move towards a single, integrated peace and security pillar that aligns more closely with the development and human rights pillars. Those changes will enable greater coherence and a more strategic, regionally coordinated response to peace and security challenges.

6. Following the adoption by the General Assembly of resolution 72/262 C, the current Department of Political Affairs and Department of Peacekeeping Operations are preparing to transition to a new structure on 1 January 2019 that consists of two new departments: the Department of Political and Peacebuilding Affairs and the Department of Peace Operations. A Standing Principals' Group will ensure unified leadership on peace and security matters. The two departments will share a single political-operational structure under three Assistant Secretaries-General with regional responsibilities, reporting to the two Under-Secretaries-General who will link the departments and manage strategic, political and operational issues.

B. New management paradigm

7. In my statement to the General Assembly upon taking office, I emphasized that the United Nations must focus more on delivery and less on process; more on people and less on bureaucracy. The report of the High-level Independent Panel on Peace Operations concluded that United Nations field operations continued to be tied to an administrative framework that does not enable effective and efficient field operations. It recommended that the Secretariat develop new field-responsive and results-oriented policies and procedures and empower the field through enhanced delegation of authority that aligns responsibility for mandate delivery with authority to manage resources. Those findings were largely echoed by the internal review team on management that I established in 2017, which had a broader mandate to review the management of the Secretariat as a whole.

8. In September 2017, I submitted to the General Assembly a vision for a new management paradigm for the Secretariat (see A/72/492) based on three main principles: simplification of the policy framework, decentralization of decision-making authority to the point of delivery and enhanced accountability and transparency.

9. In response to a second report on the implementation of that vision (see A/72/492/Add.2), the General Assembly approved, in its resolution 72/266 B, the reorganization of the existing Department of Management and Department of Field Support into the new Department of Management Strategy, Policy and Compliance and the new Department of Operational Support.

10. The new management architecture at Headquarters will facilitate the shift to the new management paradigm and ensure the continued relevance of the United Nations by improving its ability to effectively and accountably implement its mandates.

C. Expected impact of the new management paradigm on field support

11. Key elements of the shift to a new management paradigm include the decentralization of authority and the simplification of policies and process. I intend to empower heads of mission by directly delegating authority for the implementation of the Financial Regulations and Rules and Staff Regulations and Rules of the United Nations to them, depending on the capacity of their missions to accountably exercise those authorities. In addition, I intend to expand the present delegation of authority,

which is currently delegated indirectly to field missions, to ensure the missions can act responsively and efficiently to emerging demands. For missions without sufficient capacity, whether on an ongoing basis or during mission start-up or liquidation, the delegations can be exercised on behalf of a mission by the Department of Operational Support. That expansion and the direct delegation of authority will resolve the long-standing misalignment of the responsibility for mandate implementation, which rests with the head of mission, and the authority for resource management which currently, in many cases, rests with Headquarters or with the director or chief of mission support. It will allow heads of mission to be truly accountable for the performance of their respective missions.

12. Heads of mission will be supported by the two new management-related departments at Headquarters. The Department of Management Strategy, Policy and Compliance will be responsible for establishing the overall administrative policy framework in the Secretariat and monitoring compliance with that framework, while the Department of Operational Support will provide advice and operational support not only to field missions but to all entities across the Secretariat in order to facilitate programme delivery and mandate implementation. The Department of Operational Support will also exercise authorities on behalf of entities that do not have sufficient capacity to exercise delegated authorities in an accountable manner, including missions in the early stages of start-up. Peacekeeping operations will benefit significantly from the clearer delineation of roles within the new structures and the integrated approach to all entities across the global Secretariat.

13. Much of the restructuring effort at Headquarters is focused on rationalizing structures to address current fragmentation and facilitate streamlined and integrated approaches to meeting operational requirements. For example, responsibility for operational and administrative tasks critical for supporting military and police contingents in the field, particularly in the areas of force generation and medical support, are currently split across the Department of Management and the Department of Field Support. In the future, those requirements will be addressed through new integrated structures within the Department of Operational Support and will not only support ongoing efforts to improve performance and capability, but will also help to improve the safety and security of peacekeepers. A new Uniformed Capabilities Support Division will consolidate capacities, currently spread across three divisions in two departments, and establish a single point of contact for troop- and police-contributing countries with regard to all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. It will also enable faster processing of reimbursements and other claims. Health-care management and occupational health and safety, currently spread across three departments, will also be consolidated into a single division within the Department of Operational Support for a more holistic approach to field medical issues to improve the safety and security of peacekeepers.

14. Logistics and procurement functions, which are currently split between two departments, will also be consolidated within the new Office of Supply Chain Management of the Department of Operational Support to enable an integrated approach that will eliminate the lengthy bureaucratic delays currently caused by the many interdepartmental hand-off points in the acquisitions process. It will allow for more responsive delivery of the right goods and services at the right place, time and cost, while maintaining controls against waste, fraud and abuse. It will also enable a more comprehensive approach to performance measurement and a more sophisticated manner of accounting for the total cost of ownership, rather than a narrow focus on purchase costs.

15. Other capacities within the Department of Operational Support that will improve the ability of peace operations to deliver results include the Support

Partnerships Service. The Service will provide a dedicated entry point for external partners for situations in which the Organization provides support to non-United Nations activities, including African peace support operations such as the African Union Military Observer Mission in Somalia (AMISOM) and the Joint Force of the Group of 5 for the Sahel, greater cooperation with United Nations partners and situations when the Organization requires bilateral support from donors. Separately, the Operational Planning Service and the Client Support and Special Situations Section will provide dedicated capacity to meet planning and mission support requirements during start-up, expansion, downsizing and transition.

16. In addition, administrative law and conduct and discipline functions, including measures to address sexual exploitation and abuse, will be consolidated within the new Administrative Law Division of the Department of Management Strategy, Policy and Compliance to ensure consistency of approach across the Secretariat.

17. To ensure that new or revised policies issued under the new management paradigm meet the requirements of all types of entities across the Secretariat, including peacekeeping missions, a Management Client Board will be established. The Board will be co-chaired by the Under-Secretaries-General of the new departments established as part of the new management paradigm and will consist of rotating representatives from the different types of organizational entities within the Secretariat, including peacekeeping missions, to serve as a forum for providing feedback on the support provided by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support and input into policy formulation. Where required, field-specific policies may be established.

III. Action for Peacekeeping

A. Declaration of Shared Commitments on United Nations Peacekeeping Operations

18. Peacekeeping is a collective endeavour that cannot succeed without the contribution of all members of the peacekeeping partnership. The partnership fundamentally involves the host countries, the Security Council, the General Assembly, troop- and police-contributors, financial contributors and the Secretariat, as well as international, regional and subregional organizations. However, the challenges I described earlier are stretching peacekeeping to its limits; to ensure that our operations succeed, a revitalization of the partnership is necessary. Each partner must do its part.

19. That is why, in March 2018, I called for collective action through the Action for Peacekeeping initiative. I also convened a high-level meeting on United Nations peacekeeping in September to further rally political support to refocus peacekeeping with realistic expectations, make peacekeeping missions stronger and safer and mobilize greater support for political solutions and for well-structured, well-equipped and well-trained forces.

20. The Declaration of Shared Commitments on United Nations Peacekeeping Operations was developed by the Secretariat on the basis of a series of consultations with Member States and relevant international and regional organizations, held from May to July 2018, to identify areas requiring stronger commitment and support. The Declaration features commitments in seven areas: advance political solutions to conflict and enhance the political impact of peacekeeping; strengthen the protection provided by peacekeeping operations; improve the safety and security of peacekeepers; support effective performance and accountability by all peacekeeping components; strengthen the impact of peacekeeping on sustaining peace; improve

peacekeeping partnerships; and strengthen the conduct of peacekeeping operations and personnel.

21. Those pledges build on a robust baseline of existing Security Council and General Assembly commitments and provide a clear road map and a basis for prioritizing and implementing necessary steps to address the challenges of peacekeeping.

22. The response to the Declaration has been resounding, with endorsements from more than 150 Member States and intergovernmental organizations. That political will and momentum must now be channelled into further strengthening our operations and doing even more to enable them to support lasting peace on the ground. I invite Member States and partner organizations that have not yet endorsed the Declaration to do so, and moreover to work with us to make peacekeeping fit for purpose.

23. The Secretariat is doubling down to do its part, and the present report illustrates the concrete action that it is already taking. I will report to Member States, including through the present report, on the progress the Secretariat is making with regard to implementation.

Independent comprehensive reviews of peacekeeping operations

24. The Action for Peacekeeping initiative is also about better aligning expectations, and aspirations, with what is realistically possible. That is why I initiated a series of externally led reviews of peacekeeping. Eight reviews of peacekeeping missions have been conducted since late 2017, and include the United Nations Peacekeeping Force in Cyprus (UNFICYP), UNMISS, the United Nations Interim Security Force for Abyei (UNISFA), MINUSMA, MINUSCA, the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Support Office in Somalia (UNSOS) and the United Nations Disengagement Observer Force. In addition to being led by an outside expert, most of the reviews included novel methodological elements emphasizing the use of data analytics and "red teaming", in which a group of experts tests assumptions and challenges findings to ensure rigour and depth. The recommendations of each of the reviews were submitted for my approval, and the recommendations that I approved have been shared with the Security Council as appropriate.

25. The reviews recommended adjustments to mission priorities and configurations, and the preparation of further assessment and planning exercises, such as strategies for more effective United Nations system-wide involvement in support of political strategies. For example, in response to attacks against peacekeepers and lagging peace implementation in Mali, the review recommended that MINUSMA focus on political tasks and better balance safety and security with operational projections.

26. Overall, the reviews only further demonstrated the relevance and necessity of the missions. From UNFICYP to MINUSMA, the presence of missions is an important stabilizing factor, maintaining the space for political solutions to be pursued. Without the presence of those missions, the fragile status quo could implode, bringing a new cycle of violence and suffering. Missions such as UNMISS, which struggle in the context of a weak political process, nevertheless play a critical and life-saving role in protecting civilians, including in particular women and children.

27. A common thread across reviews was the need for robust political and diplomatic support for durable solutions. There must be unity of effort among Security Council members, specifically through strategy, messaging and coherence between bilateral and multilateral engagements vis-à-vis the host country. But that unity must also exist within the members of the broader regional community that have stakes in the conflict. Many reviews found that the United Nations system, for its part,

needed to strengthen integrated planning, coordination and coherence, especially with regard to peacekeeping, peacebuilding and development actions. That also lays the essential foundation to more effectively sustain peace and avoid relapse into conflict once a mission transitions out of a country.

Action plan to improve the security of peacekeepers

28. Concerned by the alarming peacekeeper casualty rate, I commissioned an independent review of peacekeeper fatalities due to hostile acts. The report, by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz, was completed in December 2017. On the basis of its conclusions, the Secretariat developed an action plan to improve the security of peacekeepers. The action plan is a critical tool for fulfilling the commitment of the United Nations to ensure the safety and security of peacekeeping personnel. Moreover, it has been the central instrument to improve peacekeeping performance in all its critical aspects. To carry it out, the five peacekeeping missions with the highest fatality rates since 2013, MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS, have appointed dedicated teams to drive implementation on the ground. The action plan, which is an evolving document, identifies measures to be taken at Headquarters and in the field in four areas, and implementation efforts have included the measures set out below.

29. **Changing mindsets**. Missions have undertaken operations in accordance with their respective mandates to deter attacks where civilians and peacekeepers face elevated risk; supported national authorities in prosecutions for attacks against peacekeepers; and boosted mission leadership efforts to support commanders and personnel in implementing the action plan.

30. **Improving capacity**. The Secretariat increased efforts, including through direct assessment visits, to ensure that units pledged for future deployments meet training, conduct and operational readiness standards; strengthened mechanisms and engaged with Member States to address contingent-owned equipment shortfalls; and developed and delivered critical security-related training to Member States, notably on mitigating the threat of improvised explosive devices.

31. **Adopting a threat-oriented and risk management-focused footprint**. Missions are re-examining their deployment footprint with regard to priority locations, threat assessments, mission support and medical considerations as well as operational capacities and, where appropriate, are increasing deployments in certain areas or closing or consolidating bases in others.

32. **Enhancing accountability**. The Secretariat created a standardized performance evaluation and reporting system for all military and police units across all missions. In addition, the Secretariat has advanced the preparation of the integrated performance policy framework and conducted a review of the Policy on Authority, Command and Control in United Nations Peacekeeping Operations.

33. Additional details on measures taken to implement the action plan are contained in section VIII.

IV. Enhancing the political impact of United Nations peacekeeping

A. Planning and analysis for political strategies and mandates

34. Recognizing the primacy of politics in the resolution of conflicts, the Declaration of Shared Commitments on United Nations Peacekeeping Operations calls upon the Secretariat and its partners to advance political solutions and pursue

complementary political objectives and political strategies. Doing so requires leveraging all aspects of United Nations and partner interventions, at every level from Headquarters to the field, especially in the complex field of peacekeeping.

35. Through the Office of Operations, the Department of Peacekeeping Operations is in continuous contact with missions, providing advice and guidance on political analysis and strategy. The Office of Operations continues to provide capacity-building for analysis and planning through its course on conflict analysis and strategic assessment.

36. Furthermore, my Executive Office is examining new ways to strengthen analysis and planning in peacekeeping through formats such as the Executive Committee and Deputies Committee mechanism, which discusses country-specific situations and thematic issues and ensures a coordination of strategies and courses of action through a whole-of-United Nations approach. My Executive Office is also integrating regional perspectives and looking across traditional pillars. For example, the Executive Committee has used a regional approach in developing a strategy for the Sahel.

37. In addition to externally led reviews, the Department of Peacekeeping Operations, in coordination with partners, led a number of strategic reviews to evaluate mandate implementation and make adjustments as required. Strategic reviews included a review of MONUSCO and joint reviews with the African Union of UNAMID and AMISOM. The review of UNAMID proposed a significant refocusing and reconfiguration of the mission, with a view to its drawdown and exit by June 2020, while the strategic review of MONUSCO redirected its focus to two main priorities: the provision of support to the political agreement of 31 December 2016 and the protection of civilians. The reconfiguration of MONUSCO included the deployment of additional rapidly deployable battalions with a view to making the MONUSCO force more flexible and effective in undertaking protection of civilians tasks. Such battalions aim to protect civilians through the quick deployment of peacekeepers, and their use also entails the parallel deployment of civilian and police personnel to address both the political and security dimensions of drivers of conflict. Furthermore, the battalions have contributed to a redeployment of troops that matches the evolving nature of security threats on the ground. I am also conducting lessons-learned studies on UNOCI and UNMIL, including on the transition from the two missions to United Nations country team configurations.

38. In the Declaration, the Secretariat committed to providing reports to the Security Council that use a comprehensive analysis that includes frank and realistic recommendations and propose parameters to the Council for the sequencing and prioritization of mandates. It will also explore, where appropriate, measures to enhance the sharing of findings of reviews and special investigations commissioned by the Secretariat. As we begin to implement those commitments, we look forward to collaboration with Member States.

B. Supporting political processes and inclusive engagement

39. Decades of experience have made clear that a sound peacekeeping strategy is premised on the pursuit of sustainable political solutions, one that favours sound political processes and inclusive engagement of all sectors of society. In conflict or post-conflict environments, peacekeepers can provide the valuable space needed for mediation efforts and engagement with conflict actors and marginalized communities alike, and the rebuilding of a shared political space. Peacekeeping missions are therefore front and centre in peacebuilding, and support the forging of sustainable political processes and inclusive engagement.

40. During 2018, MINUSCA refocused its efforts on advancing local peace and dialogue initiatives in line with its November 2017 mandate and to advance national processes. In Abyei, UNISFA has been engaged in maintaining close contact with both the Ngok Dinka and the Misseriya communities and encouraging mediation to mitigate threats to peace. In all those contexts, the political engagement of regional stakeholders and Member States was critical in ensuring that opportunities created by peacekeeping were brought to fruition. Peacekeeping partners play a critical role in helping facilitate complex processes through fostering political will.

C. Support to local conflict resolution

41. Local and intercommunal conflicts continue to be a leading cause of violence, resulting each year in hundreds of fatalities, the displacement of populations and the destruction of livelihoods. Efforts by peacekeeping missions to address local conflict dynamics have focused on tailored responses to defuse tensions and address local drivers of conflict. Peacekeeping missions support local authorities in managing and resolving conflicts while also engaging communities and armed groups to seek negotiated solutions. In the Central African Republic, MINUSCA has worked with national authorities to engage local communities and armed groups in Batangafo, Bouar, Paoua and Bria, promoting dialogue and negotiating local peace agreements that have reduced violence and improved the freedom of movement. The Mission played an enabling role by deploying temporary operational bases, making use of its good offices and leveraging projects on security sector reform, community violence reduction and disarmament, demobilization and reintegration to foster dialogue and support local agreements.

42. In the Democratic Republic of the Congo, MONUSCO has helped defuse intercommunal violence between the Hema and the Walendu in Ituri, and between the Luba and the Twa in Tanganyika, by promoting mediation initiatives and supporting local community dialogue.

43. Furthermore, peacekeeping missions have supported local authorities in Darfur, South Sudan and the Central African Republic in regulating the seasonal migration of cattle by establishing marked corridors and setting up local committees to settle disputes arising from transhumance. Similarly, peacekeepers have provided support to national justice institutions with regard to the management of land disputes, for example in Darfur, where UNAMID support to rural courts has helped strengthen the capacity of communities to peacefully manage land disputes. In Liberia, UNMIL supported the Government in establishing county and district security councils across the country to serve as an early warning mechanism that will help manage local security concerns and strengthen local capacity to resolve conflicts.

44. The Department of Peacekeeping Operations is developing a set of local conflict analysis and planning tools to support the prioritization and design of interventions by field offices aimed at addressing local conflict dynamics. In that context, a strategic action matrix has been piloted in selected field offices in the United Nations Interim Mission in Kosovo (UNMIK) and MONUSCO and will be progressively rolled out to other field offices by the end of 2020.

V. Strengthening protection and people-centred approaches

A. Community engagement

45. Community engagement is fundamental to nearly every element of a mission. It is at the heart of peacekeeping's effort to address local conflict dynamics, enhance

community-based approaches to the protection of civilians, including through the establishment of community alert networks, and support social cohesion and the rule of law.

46. The Action for Peacekeeping initiative's Declaration of Shared Commitments on United Nations Peacekeeping Operations recognizes the importance of community engagement to peacekeeping partnerships, underlining the crucial importance of collaboration between peacekeeping operations and host countries, as well as the need to engage all segments of civil society in implementing mandates. The Declaration also stressed the importance of further improving strategic communications and engagement with local populations, which will not only help host communities better understand peacekeeping missions and their mandates but also enhance the safety and security of peacekeepers themselves.

47. The Department of Peacekeeping Operations and the Department of Field Support have promoted a community engagement approach in the field by issuing guidance through a community engagement practice note that describes steps to ensure coherent engagement with local communities to support mandate implementation, manage expectations and promote inclusivity.

48. Community engagement is a joint effort by all peacekeeping components. The community-oriented policing work of United Nations police, in accordance with the Strategic Guidance Framework for International Police Peacekeeping, has had a positive impact on many missions. It has resulted in enhanced situational awareness, public safety and the protection of internally displaced persons by UNMISS and UNAMID, the protection of vulnerable women and children by MONUSCO and a strengthened security transition to the Haitian National Police by MINUJUSTH. In Mali, MINUSMA has supported the establishment of criminal justice consultation forums in key conflict-affected areas to facilitate national and community ownership and enable greater institutional cooperation. UNMIK, with the support of other United Nations and international partners, has developed a platform for action to build trust among communities in Kosovo.

B. Protection of civilians

49. Protecting civilians remains a priority for peacekeeping even as the United Nations operates in increasingly challenging circumstances. In line with the Declaration's collective commitment to the protection of civilians, the Department of Peacekeeping Operations and the Department of Field Support supported efforts to tailor approaches to the protection of civilians to the varied and specific threat profiles, mandates, contexts and resources of peacekeeping operations.

50. When protecting civilians, a whole-of-mission approach lays the groundwork for achieving lasting political settlements and sustainable peace. In addition to providing physical protection, missions have leveraged their uniformed and civilian components with regard to prevention, early warning, mediation and conflict resolution activities, the fight against impunity and the capacity-building of national authorities. For example, civilian components, including human rights and civil affairs personnel, have contributed to the implementation of mission-wide protection of civilians strategies by identifying the root causes of conflicts, creating early warning mechanisms regarding threats to civilians, developing and implementing protection plans and providing capacity-building to strengthen protective environments.

51. The Department of Peacekeeping Operations and the Department of Field Support promulgated an addendum to their policy on the protection of civilians of 2015, detailing the roles and responsibilities of civilian, military and police leadership

and reaffirming their accountability for protection of civilians mandates. The departments began reviewing the protection of civilians policy in 2018, drawing on guidance development and best practices. MINUJUSTH and MINUSCA have adopted new protection of civilians strategies tailored to their specific contexts and available resources. MINUSCA, in particular, implemented recommendations of the special investigation report by Brigadier General (Retired) Fernand Marcel Amoussou to enhance preventive strategies to protect civilians and take a more proactive and integrated approach to responding to emerging threats.

C. Human rights

52. Where mandated, missions continued to monitor and report on human rights violations and abuses, collect and analyse information and devise early warning and operational responses. They also continued to support transitional justice and the fight against impunity, including by supporting national prosecutions, particularly victim and witness support. In the Democratic Republic of the Congo and the Central African Republic, information gathered by the human rights components regularly informed the early warning mechanism of the missions, preventing possible harm to civilians. Public reporting by human rights components of MONUSCO and MINUSMA analysed trends and created critical space for dialogue on election-related violence and protecting democratic space. In the Central African Republic, the human rights component worked closely with the security sector reform team and military and police personnel to ensure that the Central African security sector was reformed in a manner consistent with human rights and international humanitarian laws. Missions also contributed to peace processes and consolidation by supporting national truth, accountability and reconciliation mechanisms and rule of law institutions. In Haiti, the human rights component plays a key role in supporting national efforts to enhance the accountability of the Haitian National Police.

53. During the reporting period, human rights components also advised and assisted military forces with the implementation of tailored measures and mechanisms to prevent, mitigate and address serious human rights violations. In Mali, MINUSMA human rights actors engaged with the national armed forces on those issues and worked on a human rights compliance framework for the Joint Force of the Group of 5 for the Sahel. Similarly, in the Democratic Republic of the Congo, the human rights component continued to engage both with United Nations uniformed components and directly with national security forces to mitigate civilian casualties. In six peacekeeping operations, training on international human rights and humanitarian law and related policy and operational matters were provided to uniformed personnel; training and technical support on compliance with international humanitarian and human rights obligations and standards were also provided to government institutions and local stakeholders.

D. Child protection

54. Five peacekeeping missions continued to implement the child protection mandate. Child protection advisers were deployed to advise senior mission leadership, advocate for child protection, co-lead the monitoring and reporting mechanism, conduct training, mainstream the mandate across all components and engage in dialogue with parties to the conflict. In 2018, engagement by child protection advisers with parties to the conflict in the Central African Republic resulted in concrete commitments, including the signature and implementation of action plans with the armed group Mouvement Patriotique pour la Centrafrique and the release of thousands of children associated with parties to the conflict.

55. Discussions have been ongoing among relevant offices at Headquarters regarding the conduct and modalities for a review of the consolidation of specialized protection functions (child protection and conflict-related sexual violence) in peace operations.

E. Conflict-related sexual violence

56. The Department of Peacekeeping Operations and the Department of Field Support, in collaboration with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the Department of Political Affairs, are currently developing the first policy on prevention and response to conflict-related sexual violence to provide United Nations peace operations with an overall framework to address the issue. The policy outlines core areas of work for various actors in peace operations to enhance effective coordination and complementarity.

57. During the reporting period, peacekeeping missions continued to monitor, analyse and report on conflict-related sexual violence and supported access to justice for victims, strengthened national capacities to fight impunity for those crimes, promoted legislative reform in line with human rights standards and raised awareness among State actors and local populations, including in collaboration with the Team of Experts on the Rule of Law and Sexual Violence in Conflict. Women's protection advisers have been deployed to MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS. In the Democratic Republic of the Congo and South Sudan, women's protection advisers, in coordination with the Office of the Special Representative on Sexual Violence in Conflict, supported the elaboration of action plans by national security forces, notably the Congolese National Police in March 2018, and the Sudan People's Liberation Army.

VI. Gender equality and women, peace and security

58. The Declaration of Shared Commitments on United Nations Peacekeeping Operations emphasizes the importance of the full, equal and meaningful participation of women in all stages of peace processes, as well as the need to integrate gender equality principles and mandated tasks related to women, peace and security into all stages of analysis, planning, implementation and reporting. Increasing the number of women in peacekeeping at all levels and in key positions, both civilian and uniformed, is essential to improving effectiveness.

59. To further those aims, the Department of Peacekeeping Operations and the Department of Field Support developed and endorsed in 2018 a new gender policy on gender responsive United Nations peacekeeping operations. The policy aims to enhance leadership and collective accountability in operationalizing women, peace and security issues in peacekeeping. The departments also developed indicators and resources to support senior leadership in tracking results, building capacities and enhancing evidence-based planning, implementation and reporting. In addition, an initiative with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to enhance gender-responsive conflict analysis was piloted in three transition contexts, which has contributed to informing strategic processes such as the development of the United Nations Development Assistance Framework in Haiti, a strategic assessment in Darfur and the handover of priorities specific to women, peace and security from UNMIL to the United Nations country team in Liberia.

60. To ensure that gender expertise is located at the appropriate level in the missions, as mandated by the Security Council in its resolution 2242 (2015), the Department of Peacekeeping Operations and the Department of Field Support issued a directive to relocate the missions' senior gender advisers to the offices of the Special Representatives of the Secretary-General and heads of mission in 2016. Two years later, the relocation in seven missions has enabled strategic and timely guidance to senior leadership, ensured smoother mission-wide facilitation of technical support and helped leverage partnerships within the United Nations system and with women's organizations.

61. In recognition of the centrality of women civil society actors, the Department of Peacekeeping Operations and the Department of Field Support accelerated their engagement with women leaders and organizations during 2018. Tools have included annual open days, the systematized engagement of women's organizations with the senior leadership of the departments, including during high-level missions, and targeted projects.

62. In line with my system-wide gender parity strategy, the Department of Peacekeeping Operations and the Department of Field Support have developed gender parity strategies and implementation plans for uniformed and civilian personnel with the overall aim of reaching greater representation of women in both departments through incremental targets. Initiatives range from creating an enabling environment and the targeted recruitment and training of women to advocacy with troop- and police-contributing countries to increase the number of women in all areas of peacekeeping.

VII. Building and sustaining peace

A. Contribution of peacekeeping to sustaining peace

63. Peacekeeping missions play a central role in building and sustaining peace. They provide vital space in conflict and post-conflict situations for mediation between parties, the rebuilding of shattered institutions and the participation of vulnerable populations. Missions assist host countries in developing peacebuilding priorities and strategies, enable national and international actors to perform peacebuilding tasks and directly implement early peacebuilding in peacekeeping environments. Multidimensional peacekeeping missions, by bringing together expertise and capabilities on a wide range of issues, support host countries in tackling the many drivers of conflicts. They further enable United Nations system-wide coherence, which is built on their respective mandates, expertise and resources and is imperative to better assist national efforts to sustain peace and prevent a recurrence of conflict. Programmatic funding can play an important role in those efforts as a tool to advance missions' strategic objectives and facilitate sustainable transitions, where appropriate, through joint implementation with United Nations country team partners, such as in Haiti and Darfur. The reform of the peace and security pillar, which will integrate the Peacebuilding Support Office into the new Department of Political and Peacebuilding Affairs, will help facilitate that collaboration.

64. In the Department of Peacekeeping Operations, through mechanisms including the global focal point for police, justice and corrections, both Headquarters and field-based entities can conduct joint planning, assessments, resource mobilization and programme implementation based on mandates and comparative advantages. The global focal point arrangement has further promoted the coordinated and coherent delivery of United Nations rule of law assistance in conflict and post-conflict settings, including by drawing on the unique and distinct strength of its members and

combining operational interventions with political analysis and cross-pillar integration.

B. United Nations police

65. The essential role of the United Nations police as a system-wide police assistance provider has been evidenced in recent transitions, including in Liberia and Haiti and in the reconfiguration of UNAMID. United Nations police, through their operational and capacity-development support to host-State police services and other law enforcement entities, are a strategic asset of the Organization that sustains peace and prevents conflict, including in non-mission settings.

66. Building on my Action for Peacekeeping initiative, we are exploring the possible of enhanced contribution by United Nations police in advancing political solutions to conflict. That will require greater integration of policing expertise into conflict analysis, horizon scanning and early warning, prevention and development processes. Through gender-sensitive operations, United Nations police officers augment the impact of protection efforts provided by peacekeeping operations.

67. The Police Division continued to improve the performance and accountability of police components, as well as the safety and security of police personnel. Progress has been made in developing guidance to streamline the predeployment readiness and assessment efforts of individual police officers and formed police units, including through the implementation of a United Nations police commanders course, as outlined in the report of my predecessor (S/2016/952) in response to the external review of the functions, structure and capacity of the police division of 31 May 2016. More needs to be done in terms of policy, planning and operational guidelines, training and the availability of equipment to systematically identify and apply good practices.

68. Other important police-related priorities for the Department of Peacekeeping Operations and the Department of Field Support are: (a) optimizing the use of the Standing Police Capacity; (b) operationalizing the senior police leadership roster; (c) refining the specialized police team approaches to provide targeted mandate implementation; (d) strengthening vetting and shortening recruitment processes through the police human resources management system; (e) continuing the operationalization of the Strategic Guidance Framework for International Police Peacekeeping; and (f) advancing my gender parity strategy for uniformed components.

C. Rule of law/justice and corrections

69. The justice and corrections components of peacekeeping operations continue to play an important role in sustaining peace by strengthening the rule of law, including through supporting the building of national capacities, and contributing to the extension of legitimate State authority, the fight against impunity and the protection of civilians. Those efforts include the provision of assistance to host countries in order to establish the national architecture necessary to institute the rule of law, hold perpetrators accountable for crimes that fuel conflicts, including conflict-related sexual violence and crimes against peacekeepers, and operate secure and humane prisons.

70. In Haiti, MINUJUSTH supported the newly installed Superior Council of the Judiciary with the finalization of its strategic plan for 2018–2023 to advance the professional development of magistrates and enhance oversight and accountability. In

the Central African Republic, MINUSCA has supported efforts by the authorities to extend justice and corrections institutions outside of Bangui, make progress towards the operationalization of the Special Criminal Court, detain and prosecute individuals for conflict-related crimes and develop a transitional justice approach in support of the African Union mediation initiative. In the Democratic Republic of the Congo, MONUSCO accelerated support to criminal trials against army officers and members of armed groups, leading to landmark convictions for rape and attacks against civilians. In South Sudan, UNMISS worked with justice authorities on establishing specialized capacity to investigate and prosecute conflict-related sexual violence.

71. At Headquarters, the Justice and Corrections Service, including its rapidly deployable Justice and Corrections Standing Capacity, continued to provide strategic and operational support to missions, develop guidance materials and training programmes and strengthen partnerships with other actors, such as the Team of Experts on the Rule of Law and Sexual Violence in Conflict. Through the global focal point arrangement, the Office of Rule of Law and Security Institutions, the United Nations Development Programme and other United Nations partners continued to strengthen coordination, cohesiveness and collaboration on rule of law assistance to ensure the efficient delivery of rule of law and security-sector mandates.

D. Disarmament, demobilization and reintegration

72. Peacekeeping operations continued to adapt their disarmament, demobilization and reintegration activities to increasingly complex settings. To contribute to stabilization and lay the groundwork for such programmes, practitioners have initiated disarmament, demobilization and reintegration processes, including community violence reduction programmes and other confidence-building measures. Community violence reduction programmes have allowed MINUSCA, MINUSMA, UNAMID, MONUSCO and MINUJUSTH to empower local authorities to deliver projects that begin to take back power from those with guns and support social integration. The programmes target members of armed groups and youth at risk of recruitment through grass-roots community engagement, and contribute to strengthening security, stabilization, peacebuilding and the protection of civilians. Projects to reduce community violence continue to provide flexible, context-specific approaches in peace operations: supporting the political process in the Central African Republic, contributing to preventing the recruitment of youth at risk by armed groups in Mali and reinforcing the national disarmament, demobilization and reintegration programme in the Democratic Republic of the Congo.

73. To codify emerging practices in disarmament, demobilization and reintegration and contribute to the adaptation of operational approaches, the Department of Peacekeeping Operations is revising the Integrated Disarmament, Demobilization and Reintegration Standards in the context of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. The new Standards will include a revised module on the United Nations approach to disarmament, demobilization and reintegration, which proposes to engage with armed groups and conflict-affected communities early in the peace process and reframe reintegration under the "sustaining peace" approach. The United Nations will develop new guidance in evolving policy areas, including on community violence reduction and the prevention of violent extremism, as well as guidance clarifying how legal frameworks should be applied in contexts related to disarmament, demobilization and reintegration and on seeking coherence between disarmament, demobilization and reintegration and political processes. I will report on the revised Standards once they are launched.

74. Together with the World Bank, the Department of Peacekeeping Operations continues to provide support for the implementation of the African Union

Disarmament, Demobilization and Reintegration Capacity Programme, a tripartite partnership on capacity-building and guidance development. Furthermore, the Department of Peacekeeping Operations is developing training and guidance on weapons management related to disarmament, demobilization and reintegration programmes as part of its first partnership with the Office for Disarmament Affairs. Guidance was also recently finalized with the United Nations University with regard to children and violent extremism.

E. Security sector reform

75. Four peacekeeping operations have security sector reform mandates and expertise, and security sector reform advisers are deployed to two former peacekeeping settings. That security sector reform expertise has supported nationally led efforts to develop professional, accountable, responsive and representative security services in line with Security Council resolution 2151 (2014).

76. In the Central African Republic, MINUSCA is supporting the African Union-led mediation process to, inter alia, help ensure that consensus is brokered among the parties on the mutually reinforcing aspects of disarmament, demobilization and reintegration, security sector reform and the national development agenda, such as the integration of former combatants into the security services.

77. The security sector reform components of MINUSCA, MINUSMA and MONUSCO provided strategic advice to support the development of effective and financially sustainable national security institutions that are trained and equipped to perform appropriate functions and protect citizens. The security sector reform components of MINUSMA and MINUSCA also support the coordination of international assistance to the security sector.

78. In the context of the high-level revitalization forum of South Sudan, the Department of Peacekeeping Operations provided advice with regard to the security sector reform aspects of the negotiations and the possible implications of UNMISS support to the implementation of the agreements. The Department of Peacekeeping Operations also supported the Governments of Liberia and Côte d'Ivoire with maintaining progress in their national security sector reform efforts following the closure of the peacekeeping operations of UNMIL and UNOCI.

F. Mine action

79. Explosive hazard contamination, including landmines, explosive remnants of war and improvised explosive devices, hampers mandate delivery, undermines the safety of peacekeepers and communities and stymies attempts to build sustainable peace. The Mine Action Service provides specialized expertise and advice to help peace operations mitigate those threats and improve the protection of civilians.

80. In Mali, the Mine Action Service recorded 636 improvised explosive device incidents from 1 July 2013 to 31 August 2018, 37 per cent of which directly targeted peacekeepers, resulting in 410 deaths and 1,069 injuries. The Service has designed, developed and implemented a holistic improvised explosive device threat mitigation framework; since its creation, the ratio of peacekeeping casualties per incident has been reduced by half over the past three years. The ability of peacekeepers to detect improvised explosive devices has also improved: the number of devices targeting MINUSMA discovered prior to detonation increased from 11 per cent in 2014 to nearly 30 per cent in 2017.

81. In Abyei and South Sudan, route clearance and verification ensure safe passage and facilitate the delivery of humanitarian assistance and mission movement. In Abyei, clearance allowed the mission to establish additional peacekeeping bases and team sites, thereby increasing its ability to achieve mandate objectives. In Western Sahara, clearance allowed for the movement of MINURSO military observers east of the berm. In Darfur, mine risk education teams reached out to communities, including internally displaced persons.

82. A secure system for managing weapons and ammunition reduces the risk of looting, theft or diversion by spoilers. The Mine Action Service works alongside national authorities in the Central African Republic, the Democratic Republic of the Congo and Mali to strengthen national capacity and to ensure that weapons and ammunition are stored safely and securely.

83. In the past year, with the assistance of Member States, international organizations, civil society and the Office of Military Affairs, the Mine Action Service has developed disposal standards for improvised explosive devices. The standards lay the foundation for the development of a whole-of-system approach to improvised explosive device threat mitigation.

VIII. Enhancing performance and safety and security of peacekeepers

A. Trends and policy initiatives

84. As previously noted, the changing nature of conflict has exposed peacekeepers to high security risks. Fatalities among uniformed peacekeepers due to acts of violence almost doubled in 2017, from 34 in 2016 to 61, the highest recorded for peacekeeping since 1994. In line with the recommendations of the report by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz and the action plan to improve the security of peacekeepers, the Secretariat acted in 2018 to improve the safety and security of peacekeeping personnel. The Department of Peacekeeping Operations and the Department of Field Support have focused on enhancing crisis management capabilities to strengthen the resilience of missions. Guidance has been developed to implement a capability-based approach to crisis management and to enhance crisis preparedness through simulation exercises. In addition, a group of crisis management exercise designers and facilitators is being developed and a project is under way to conduct stress tests of crisis capabilities in high-risk missions.

85. The Secretariat has also taken measures to support host States in their efforts to bring to justice those responsible for crimes against peacekeepers. Standard operating procedures on the prevention, investigation and prosecution of such crimes have been developed and guidance has been provided to all peacekeeping operations.

86. There are preliminary indications that those efforts have begun yielding fruit, but we must remain vigilant, as the threats to peacekeepers remain extremely high. The number of fatalities as a result of hostile acts from January to September 2018 (17) was 43 per cent lower than the figure for the same time period in 2017 (30). The six-month period from January to June 2018 also demonstrated a 60 per cent decrease in fatalities (16) compared with the preceding six-month period from July to December 2017 (40).

87. While peacekeeper fatalities due to hostile acts rightfully receive considerable attention, occupational safety hazards, rather than malicious and violent acts, remain the top reason for peacekeeper fatalities, injuries and illness. A study of the impact and cost of occupational safety and health in peacekeeping operations conducted by

the Department of Peacekeeping Operations and the Department of Field Support in 2016/17 concluded that annual occupational safety and health fatalities outnumbered fatalities related to violent acts by 3 to 1, and injuries by 10 to 1. It also found that the total cost of occupational safety and health fatalities, injuries and illnesses to the Organization and its peacekeeping operations was approximately $250 million a year. In response, in July 2018 I issued a bulletin (ST/SGB/2018/5) calling for the creation of an occupational safety and health management system, which will be established as part of the future Department of Operational Support.

88. As the Declaration of Shared Commitments on United Nations Peacekeeping Operations emphasizes, a changing landscape and emerging threats make it essential that we maximize our collective efforts to improve the performance of peacekeeping operations. Recognizing the challenge, the Secretariat has spared no effort to boost performance. Through the implementation of the action plan, we are changing mindsets, bolstering our operational readiness and modifying our posture. We are also enhancing the capacity of peacekeeping by providing better training and doing our utmost to provide our personnel with the equipment and leadership they need. Those efforts have yielded progress, but considerable work remains.

B. Peacekeeping intelligence/information gathering and analysis

89. Following its promulgation in May 2017, the Peacekeeping Intelligence Policy of the Department of Peacekeeping Operations and the Department of Field Support is undergoing revision as of September 2018. Working closely with Member States, we are revising the definition of peacekeeping intelligence, or "peacekeeping intelligence/information gathering and analysis", as seen in the report of the Special Committee on Peacekeeping Operations for 2017 (A/71/19). The Department of Peacekeeping Operations and the Department of Field Support have been working with Secretariat counterparts, peacekeeping missions and Member States on operationalizing the Policy. A field handbook for the Joint Mission Analysis Cell was completed in March 2018, while a handbook on military peacekeeping intelligence is expected to be completed in the fourth quarter of 2018. A number of standard operating procedures are under development, including on the acquisition of peacekeeping intelligence and on the handling and security of peacekeeping intelligence. Those procedures, once complete, will provide the platform for enhanced legal and operational guidance to missions, improving the safety and security of United Nations personnel and providing support for the implementation of protection of civilians mandates. The first military peacekeeping intelligence training was successfully conducted in July 2018, targeting personnel from MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS; a second round is scheduled to take place in November 2018 and two more are planned for 2019. Concurrently, the Department of Peacekeeping Operations and the Department of Field Support will develop a training-of-trainers package, which will enable Member States to deploy military intelligence personnel with the requisite understanding of intelligence-gathering as it relates to peacekeeping. A similar initiative for police peacekeeping intelligence personnel is also being considered.

C. Integrated performance policy framework

90. Being able to assess the performance of peacekeeping operations is central to enhancing their efficiency and effectiveness. The Department of Peacekeeping Operations and the Department of Field Support are investing significant resources and efforts in the development of the integrated performance policy framework requested by the Special Committee on Peacekeeping Operations and supported by

the Security Council. In reviewing current performance assessment tools to meet the Special Committee's request, two different needs were identified: a framework that draws together existing performance-related policies and standards and a comprehensive performance assessment that measures the overall impact and effectiveness of a peacekeeping operation. The Department of Peacekeeping Operations and the Department of Field Support will develop a document to articulate the former and is already undertaking work on the latter.

91. Through the integrated performance policy framework and the comprehensive performance assessment system, we aim to strengthen and hold accountable all peacekeepers, civilian and uniformed, at all levels and in equal measure, both in the field and at Headquarters. Changing institutional structures and individual behaviour requires all actors in the peacekeeping partnership to rectify shortcomings, strengthen leadership, boost accountability and provide incentives for change. The goal is to maximize the effect on the ground as we deliver on peacekeeping mandates.

92. Data collection and analysis is an integral element of performance assessment. The new comprehensive performance assessment system will enable us to assess whole-of-mission performance — civilian and uniformed components, staff and leadership — through data collection and analysis. The aim is to promote better-informed decisions by senior leadership to refocus efforts and take corrective action. The system will also help Member States craft more targeted mandates and direct resources towards areas where missions can make the biggest difference.

93. Strategic objectives and indicators will be tracked through the comprehensive performance assessment system and information captured in a database. Data will be analysed and reported on at regular intervals to senior managers for review and decision-making. Information will be visualized through a dashboard for constant progress monitoring. Data and analysis will be utilized to improve reporting to Headquarters and Member States through existing reporting channels.

94. The comprehensive performance assessment system is being piloted in three peacekeeping operations, MINUSCA, UNMISS and UNIFIL, in 2018. Consultations with the field will shape the development of the platform, ensuring that it does not become a "one size fits all" approach imposed from Headquarters but rather a tool adaptable to the context of each mission. Adjustments to the system will be made after a lessons-learned exercise has been completed at the conclusion of the first phase of the pilot in January 2019. Another three peacekeeping operations are projected to join the second phase of the pilot in the second quarter of 2019. The system will then be implemented in remaining operations over the following year. We will continue to engage Member States proactively on the topic.

D. Strengthening leadership and accountability

95. The performance and accountability of heads and deputy heads of mission continued to be managed through the system of compacts and related performance assessments. The Department of Peacekeeping Operations and the Department of Field Support also continued to process the outcome of the global call for nominations for my Special Representatives and Deputy Special Representatives of 2017. That was done in part by reaching out to strong potential candidates, particularly women and nominees from underrepresented countries, and encouraging their nominations to senior leadership training courses to help them prepare for competitive assessments and assignments in the field. As of the time of writing, I have appointed four women identified through the global call as a head or deputy head of a peace operation, increasing the total number of female senior leaders. As of October 2018, women

represent 38 per cent of the top leadership in missions led by the Department of Peacekeeping Operations and the Department of Field Support.

96. The selection and appointment of senior leaders is guided by the highest standards of efficiency, competence and integrity, as required by Article 101 of the Charter of the United Nations, and with due regard to geographical representation, gender balance and the complementarity of the leadership team, in accordance with standard operating procedures. In line with the recommendations of my system-wide strategy on gender parity, efforts are being made to enhance the senior appointments selection process by developing additional tools to better assess candidates' suitability for specific senior leadership positions.

97. Proactive efforts have also continued to ensure that newly appointed senior leaders and prospective future senior leaders are equipped with the skills and knowledge needed to execute multidimensional mandates. The first training courses for police commanders were completed in March and September 2018, and training courses for commanders of formed police units and peacekeeping infantry battalions are under development. The course for military sector commanders has been broadened to include force chiefs of staff and strengthened to take into account recommendations from the action plan to improve the security of peacekeepers. In addition, the Office of Military Affairs has introduced a rigorous recruitment and selection process for sector commanders in recognition of their key role in missions. Scenario-based training exercises for senior managers in field missions are also being developed with the International Peace Institute.

98. Newly appointed senior leaders undergo intensive predeployment briefings at Headquarters, complemented by a comprehensive induction training that addresses cross-cutting themes. They have also continued to be offered the opportunity to participate in the leadership partnering initiative. Since its inception, 24 newly appointed civilian heads and deputy heads of peacekeeping operations have been provided with leadership support by being paired with a seasoned former or currently serving United Nations leader. We intend to start expanding the initiative to military heads of mission before the end of 2018. To strengthen leadership support, the Department of Peacekeeping Operations and the Department of Field Support initiated a pilot 360-degree assessment for leaders at the Under-Secretary-General and Assistant Secretary-General level at Headquarters and in field operations. A first cohort of participants undertook the assessments, followed by coaching sessions and the development of individual development plans.

E. Enhancing and assessing performance of uniformed personnel

Capacity-building and training

99. The Declaration of Shared Commitments on United Nations Peacekeeping Operations recognizes the importance of training for performance and therefore for safety and security, a link which is also made in the action plan to improve the security of peacekeepers. We have launched and are currently implementing a new training plan that is directed towards supporting the implementation of the action plan. The training plan focuses on three areas: (a) developing and disseminating training standards; (b) building the capacity of troop- and police-contributing countries for training delivery; and (c) the verification of that training to confirm that it accords with standards and that only trained personnel have been deployed.

100. Feedback from the five high-risk missions (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS) confirms that weaknesses in predeployment training by troop- and police-contributing countries are a contributing cause of unpreparedness for challenging field environments. In 2017/18, the Integrated

Training Service deployed 16 mobile training teams at the request of Member States to help strengthen national capacities. Parallel efforts are ongoing to enhance the capacity to deliver in-mission training through training enhancement field visits by the Department of Peacekeeping Operations and the Department of Field Support.

101. Efforts continue to strengthen and expand the coverage of training materials. New training materials developed in 2018 include specialized training materials for staff officers, military aviation units, engineering units, transport units, support units for force headquarters, special forces units and riverine units. Priority has been given to the translation of training materials into French. Efforts to strengthen guidance on child protection are also under way. Specialized training materials on child protection for United Nations police, based on the child protection policy in peacekeeping operations promulgated in 2017, were launched in December 2017, and will be rolled out through a series of training workshops in 2018. Other specialized training materials for United Nations military units, developed in 2014, are also being updated and will be rolled out during a specialized training workshop in Sweden in October 2018. In addition, an operational manual on child protection for child protection officers in peace operations is in its final stage and will be launched during a regional workshop in 2019. On the basis of the findings of a needs assessment completed in May 2018, missions are developing further scenario-based and context-specific protection of civilians training, with support from the Department of Peacekeeping Operations and the Department of Field Support. The departments trained 92 trainers from troop-contributing countries, including in French, on the comprehensive protection of civilians specialized training material. A version of that specialized material tailored to the needs of formed police units is under development, and a training session on the comprehensive protection of civilians for police-contributing countries was conducted in August 2018.

102. The Department of Peacekeeping Operations and the Department of Field Support are also developing a capacity-building training package for women's protection advisers that builds on operational experiences, lessons learned and best practices from a diverse array of field missions. In 2017/18, the Integrated Training Service conducted 19 activities at the training-of-trainers centre in Entebbe, Uganda, for 490 personnel ranging from military gender advisers to sector commanders. Despite efforts to encourage troop- and police-contributing countries to provide female participants, the participation rate of women averaged 29 per cent. The importance of achieving gender targets will continue to be stressed in engagements with contributing countries.

103. The Department of Peacekeeping Operations and the Department of Field Support maintain a robust organizational learning process that includes the capturing and sharing of lessons and experiences in missions through after-action reviews, end-of-assignment reports and lessons-learned studies, the development of policy and guidance materials informed by lessons identified and the development and roll-out of training based on policy standards. Guidance and training materials are made available to Member States and peacekeeping training institutes through the Peacekeeping Resource Hub, which at the time of writing held 407 documents and had 1,107 subscribers. The Resource Hub is available in the six official languages of the United Nations.

Integrated performance assessments of uniformed units

104. As required under the Operational Readiness Assurance and Performance Improvement Policy, all peacekeeping missions with uniformed units are evaluated by their force commanders at least once per rotation. Those evaluations are shared with the unit's commander in order to develop a performance improvement plan, when necessary. In order to systematize and standardize reporting to United Nations

Headquarters and enable integrated data analysis with other existing performance-related data streams, such as contingent-owned equipment evaluations, a secure online tool was rolled out to all relevant peacekeeping missions in September 2017. All missions are utilizing the tool, and the majority of currently deployed units have already been evaluated. The tool requires force commanders to submit summaries of unit evaluations to Headquarters with regard to six key areas: comprehension and support of the mission mandate; command and control; training and discipline; the protection of civilians; health; and sustainability. The tool also requires several free-text responses, such as on best practices of the unit.

105. In close consultation with United Nations police components and in addition to regular inspections and the assessment of the operational abilities of formed police units, as stipulated in the revised policy on formed police units and the standard operating procedures for assessing the operational readiness of formed police units, the Police Division is working on ways to assess and evaluate the performance of such units in a standardized way. Similar tools are also being developed for uniformed units under the tasking authority of the Department of Field Support. That innovative approach is enabling Headquarters to continue to improve its integrated analysis of uniformed component performance, enhance engagement with troop- and police-contributing countries and more effectively target training and capacity-building in support of those countries.

Strengthening uniformed performance

106. The Office for the Peacekeeping Strategic Partnership will continue to strengthen peacekeeping partnerships by identifying gaps in mandate delivery and making recommendations to enhance performance. Its role in doing so is reinforced by its role and responsibility for managing the implementation of the action plan to improve the security of peacekeepers. The key recommendations made by the Office on systemic issues such as the safety, security and welfare of peacekeepers and the provision of adequate support services have been progressively incorporated into policies, plans and procedures both at Headquarters and in the field.

107. The Office has been working closely with troop- and police-contributing countries to address capabilities, operational readiness and performance issues. That effort is reinforced by dialogue and coordination with Member States that provide capability and training support to troop- and police-contributing countries to sensitize them about expected operational standards, performance requirements and areas that need their specific attention.

108. The Office will continue to undertake objective and in-depth analyses, targeted reviews, special investigations and assessments to provide comprehensive insights on performance issues and suggest remedial measures to aid decision-making by the senior leadership, both in the field and at Headquarters. In accordance with the commitment of the Secretariat in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, ways to enhance the sharing of the findings of those activities will be considered, as appropriate. Together with the Office of Military Affairs and the Police Division, the Office for the Peacekeeping Strategic Partnership will continue to support and coordinate the implementation of the action plan.

Triangular partnerships

109. The Department of Field Support has made progress in strengthening the engineering, signals and command and control communication capacities of uniformed peacekeepers and enhancing the participation of women in peacekeeping under its triangular partnership project. In 2018, the Department trained 144 African

engineers from troop-contributing countries in six heavy-engineering equipment operation courses, one of which was a training-of-trainers course for francophone troop-contributing countries. In addition, the Department conducted 42 signals-training courses for 323 signals and information and communications technology uniformed personnel (14 per cent of whom were women) in missions and in Entebbe from January to June 2018. As of October 2018, 13 female graduates from the signals course were deployed to peacekeeping missions as staff officers, military observers or police officers.

110. As recommended by the Special Committee on Peacekeeping Operations, the Department of Field Support is taking concrete measures to expand triangular partnership arrangements. In November, training on peacekeeping engineering training will commence in Viet Nam. More engineering training in French will be conducted in Africa, and front-line medical training for troop-contributing countries will be conducted in Africa in 2019.

Medical standards and capabilities

111. In response to the report of the High-level Independent Panel on Peace Operations, and in line with the action plan to improve the security of peacekeepers, efforts are under way to develop standards and capabilities to improve medical response and support in field missions. Eight streams of work are currently being undertaken.

112. The Department of Peacekeeping Operations and the Department of Field Support, in cooperation with the Department of Safety and Security, promulgated a policy on casualty evacuation in March 2018 with a view to providing unified direction on the management of casualty evacuations across field missions. The policy sets out minimum requirements to ensure the timely evacuation of personnel as part of the Organization's duty of care. The policy, which is based on a 10-1-2 clinical time frame for patient survivability, responds to the need to establish clear capability standards for casualty evacuations to improve survivability in the field. Stress testing of the policy will be a critical component of the emergency response exercises recommended by the action plan to improve the security of peacekeepers in the five high-risk missions.

113. Efforts are under way to strengthen policy and develop standards in other areas. Manuals have been agreed upon by Member States regarding health-care quality and patient safety standards in level I, level I+, level II and level III hospitals. Development is also under way on a policy regarding the use of blood and blood products in the Organization, while health risk assessments of missions are being undertaken to help develop medical support plans that reflect operational behaviour.

114. Training development is also under way in support of standards. The first training-the-trainer course related to providing "buddy" first aid, which is intended to strengthen medical response immediately after an incident, was held in February 2018, and training is under way for aerial medical evacuation teams. Curricula are also under development for the training of assistant medics and a course on improving the capacity and capabilities of level I medical facilities.

Aviation

115. The Secretariat continued to improve the effectiveness and efficiency of air transport operations while maintaining safety and security standards and the quality of transportation services delivered to mission personnel. In 2017/18, the Department of Field Support completed a comprehensive review of aviation in field missions for the purpose of enhancing their cost-effectiveness and efficiency. The review focused on: (a) systematically analysing and adjusting the composition and utilization of each

mission's air fleet against clear benchmarks; (b) reducing non-essential flights and utilizing fewer aircraft for more hours; and (c) conducting a thorough analysis of military requirements that justify the composition and deployment of military helicopters.

116. The Secretariat, while strengthening aviation support to clients, continued to leverage available emerging technologies such as unmanned aerial systems. Currently, such systems are in use in three peacekeeping missions and are being planned in several other missions, and will be deployed by troop-contributing countries and through commercial contracts. During 2017/18, two medium-altitude long-endurance unmanned aerial systems were utilized in support of MINUSMA. That technology allows an unmanned aerial system to operate throughout the area of responsibility though the use of satellite-based communications. The Organization now makes use of a wide range of unmanned aerial systems, including short-range mini-systems, medium-range tactical systems and now long-range strategic systems that can operate using beyond-line-of-sight communications capabilities.

117. Aviation transportation is critical for timely and effective medical and casualty evacuations. Such specialized services have been implemented through military airlift capabilities or commercially procured services. Those services aim to meet international standards of casualty evacuation.

IX. Ensuring responsible peacekeeping deployments

A. Human rights due diligence policy and screening

118. During the reporting period, efforts continued to fully implement the human rights due diligence policy on United Nations support to non-United Nations security forces, including regional security forces. Implementation of the policy by United Nations operations that provide support to African Union and regional peace operations (including MINUSMA, which provides assistance to the Joint Force of the Group of 5 for the Sahel, and UNSOS, which aids AMISOM) continues to be pivotal in terms of sustaining support for those forces and bolstering their compliance frameworks. Human rights components continued to play a key role in the implementation of the policy. In MINUSCA, MONUSCO and MINUJUSTH, standard operating procedures were updated. In all peacekeeping missions that provided support to non-United Nations forces, risk assessments were strengthened and tailored mitigating measures were implemented.

119. In 2018, a review of the implementation of the human rights due diligence policy was undertaken to assess and bolster the level of implementation of the policy. The review found that the policy has been increasingly applied, although more work needs to be done to ensure uniform application of the policy. The Department of Peacekeeping Operations, the Department of Field Support and OHCHR have taken significant steps in furthering implementation of the policy through advisory groups, standard operating procedures, task forces and the development of related tools and guidance. The review also showed that the policy has strengthened the effectiveness of peace operations with regard to the implementation of their mandates as they relate to the protection of civilians, security sector reform and accountability for past violations.

120. The policy on the human rights screening of United Nations personnel continued to be implemented, including through the assistance of the human rights components of missions, and Member States were asked to certify systematically the compliance of uniformed personnel to be deployed in peacekeeping missions. Nominees who fail to meet those requirements are excluded from serving in the United Nations.

B. Conduct and discipline

121. The Charter requires that all personnel maintain the highest standards of integrity. The Organization is committed to upholding professionalism, courtesy and dignity among its entire staff. Leadership at Headquarters and in missions continues to set the tone on how seriously conduct and discipline is being viewed and handled, including through communications on the topic.

122. Measures to enhance accountability in peacekeeping related to conduct and discipline continue with the support of electronic quarterly and annual reporting tools. The conduct and discipline website (https://conduct.unmissions.org) launched in 2017 is a pivotal source of information on case matters and processes. The transparent and user-friendly website also serves as a platform for awareness-raising and for updates on key initiatives.

123. Conduct and discipline teams continue to directly support the senior managers of larger field missions and remotely support those in smaller missions in carrying out their functions as part of regional support arrangements. The annual continuous learning programme for conduct and discipline personnel in field missions was delivered to further build capacity in field missions.

124. In response to allegations of misconduct, annual quality assurance exercises continued to improve the handling of cases and reduce systemic delays, taking a regular inventory of open allegations of misconduct, including allegations of sexual exploitation and abuse, to ensure that required actions are taken in a timely manner. Furthermore, Member States continued to adopt and implement best practices in addressing misconduct, investigations and follow-up actions.

125. Excluding allegations of sexual exploitation and abuse, from July 2017 to June 2018, 446 allegations were recorded (140 in category 1, excluding sexual exploitation and abuse, and 306 in category 2). That is an increase from the previous year in category 1 (up from 122) and a decrease in category 2 (down from 483). Considering the fact that complaint reception mechanisms and other measures to prevent and address misconduct have been strengthened over the years and that the number of deployed personnel changes frequently, fluctuations in the number of allegations are to be expected. Updated data on allegations of sexual exploitation and abuse may be found on the conduct and discipline website (https://conduct.unmissions.org/sea-data-introduction).

126. Efforts to strengthen partnerships between Member States and the Organization, as well as an update on the implementation of my new approach on protection from sexual exploitation and abuse, are laid out in my report on special measures for protection from sexual exploitation and abuse (A/72/751 and A/72/751/Corr.1). The priorities indicated in my previous report on special measures (A/71/818, A/71/818/Corr.1 and A/71/818/Add.1), including taking into account the rights and dignity of victims in preventing and responding to sexual exploitation and abuse and ending impunity through strengthened reporting and investigations, remain the focus of our efforts. As at 31 August 2018, the voluntary compact on preventing and addressing sexual exploitation and abuse has been signed by 100 Member States, and several other Member States have expressed their intention to join. Our efforts continue in that regard. The robust programme of action set out in previous reports to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/69/779 and A/70/729) is being steadily implemented in peace operations, including in partnership with Member States. Inter-agency partnerships continue to be strengthened under the auspices of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse to enable

a system-wide harmonized approach. A full update on efforts to prevent and address sexual exploitation and abuse, including data, will be provided in my next report.

C. Environmental management

127. The Department of Field Support has taken concrete steps aimed at implementing sound practices to reduce the overall environmental footprint of United Nations peacekeeping operations, as mandated by the Special Committee on Peacekeeping Operations (see A/70/19). A six-year strategy is under way to help field missions achieve, by June 2023, a vision for maximum efficiency in the use of natural resources with minimum risk to people, societies and ecosystems. Strategic guidance and technical assistance to support mission operations in that field have been strengthened at Headquarters, including through the establishment of a technical assistance facility with the United Nations Environment Programme.

128. One major step forward is the promulgation of a performance and risk-management framework involving the introduction of site-level risk-assessment methodologies and indicators for hazardous waste and wastewater management and, inter alia, ways to measure efficiencies in power generation and consumption. Peacekeeping missions began reporting an annual "score" on environmental management as part of their 2017/18 performance reports. That score is composed of both performance and process indicators and, with ongoing improvements to site-level data collection in missions, it is foreseen that baselines should be in place for each of the relevant indicators by June 2020.

129. With regard to the upcoming management reform, the Department of Operational Support will continue prioritizing support to field missions in the area of environment through an environmental strategy for field operations, especially given the particular challenges and risks faced in those contexts. The Department of Operational Support will also extend its support and guidance to non-field Secretariat offices involved in implementing my action plan for integrating sustainable development practices into the operations and facilities management of the Secretariat in New York (see A/72/82).

X. Peacekeeping partnerships

A. Strategic context of partnerships

130. Establishing effective partnerships between the United Nations and its partners is an essential component of the Organization's approach to support conflict resolution and management and sustain peace efforts. Regional organizations and mechanisms have deployed military or civilian missions prior to, alongside and after peacekeeping operations, which requires greater coordination and coherence at the strategic and operational levels during all phases of field presence. Similarly, effective cooperation between peacekeeping missions and humanitarian and development actors within and outside the United Nations system is crucial to maximizing overall impact.

B. United Nations-African Union cooperation

131. The Chairperson of the African Union Commission and I convened the second United Nations-African Union Annual Conference in Addis Ababa in July 2018. The communiqué of the Conference sought to highlight collaboration, cooperation and coordination between the two organizations on the basis of the principles of

complementarity, comparative advantage, burden-sharing and collective responsibility. In line with the primacy of politics as the hallmark of the United Nations approach, the strategic partnership with the African Union has prompted both entities to work towards a common vision for their peace operations on the continent. That was exemplified by the joint field visits to the Central African Republic, the Sudan and South Sudan undertaken by the Under-Secretary-General for Peacekeeping Operations and the Commissioner for Peace and Security of the African Union in April and October. Their subsequent joint briefings to the Peace and Security Council of the African Union and then to the United Nations Security Council further demonstrated how the complementarity of the two organizations can benefit operations on the ground.

132. Effective African capacities are increasingly important both in the context of our collective response to international security issues and for stability on the continent. In my report on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of the United Nations Office to the African Union (S/2018/678), I welcomed the intention of the Security Council, expressed in its resolution 2378 (2017), to consider practical steps that could be taken to establish the mechanism through which peace support operations led by the African Union could be partly financed through United Nations assessed contributions.

133. In line with the Declaration of Shared Commitments on United Nations Peacekeeping Operations, the Department of Peacekeeping Operations, the Department of Field Support and the United Nations Office to the African Union have continued to support efforts aimed at reinforcing African capacities for peace support operations in priority areas, including through supporting the development of international humanitarian law and human rights, conduct and discipline standards and financial accountability frameworks, as well as strengthening the operational readiness of the African Standby Force as the overarching framework for peace support operations.

134. At the request of the African Union, the Department of Field Support has been implementing two two-year pilot partnership programmes with the African Union to enhance our cooperation in supporting peace operations. The first is a three-month staff exchange programme to develop the knowledge and expertise of personnel, and the second is a programme that includes personnel from the African Union in United Nations managerial and support training. Following a joint review of the pilot programmes in August and September 2018, the Deputy Chairperson of the African Union Commission and the Under-Secretary-General for Field Support agreed to make the two programmes permanent.

C. Strengthening partnerships with other regional and subregional organizations

135. The Department of Peacekeeping Operations and the Department of Field Support continued to cooperate closely with regional organizations, including the European Union, the North Atlantic Treaty Organization (NATO), the League of Arab States, the Organization for Security and Cooperation in Europe, the Collective Security Treaty Organization and the Association of Southeast Asian Nations, on issues ranging from liaison capacity to information-sharing and training. My high-level interactive dialogue on peace and security, held with 19 heads of regional and other organizations in New York in June 2018, provided an important opportunity to discuss ways to strengthen our collective efforts on prevention. In addition, senior officials from the Department of Peacekeeping Operations and the Collective Security

Treaty Organization met in New York and Moscow over the past year to discuss potential contributions by the Collective Security Treaty Organization to United Nations peacekeeping.

136. The United Nations Liaison Office for Peace and Security in Brussels, established in 2011, continued to strengthen United Nations peacekeeping partnerships with the European Union and its member States, as well as with NATO. The European Union successfully deployed parallel stabilization activities in central Mali during the past year, which involved strong coordination with the United Nations during the planning and operational phases. The priorities of the United Nations-European Union strategic partnership on peace operations and crisis management for 2019–2021 envisage expanded cooperation with regard to police, the rule of law and security sector reform. The Police Division continued to collaborate with the European Union in areas related to police doctrine and training, assessments and planning, and to harmonize operational interoperability, including through the Strategic Guidance Framework for International Police Peacekeeping.

D. Partnerships with development and humanitarian actors

137. Integration remains the guiding principle for contexts in which multidimensional peacekeeping operations are deployed alongside other United Nations actors, based on the recognition of the need to pursue simultaneous progress on security, governance, development, reconciliation, the promotion of human rights, protection and the delivery of humanitarian assistance. The Policy on Integrated Assessment and Planning provides guidance for the establishment of Headquarters and field-based integrated processes and structures. Increasing focus is being devoted to the need for strategic and operational collaboration among United Nations partners in the context of transition processes to ensure that system-wide efforts in support of nationally owned peacebuilding continue.

138. The Department of Peacekeeping Operations is strengthening its partnership with the World Bank in the context of the United Nations-World Bank Partnership Framework for Crisis-Affected Situations. The Department contributed to the United Nations-World Bank joint study *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, which was launched in March 2018, and it is collaborating with the World Bank and key United Nations partners to implement the report's main recommendations. The World Bank also remains a crucial partner for disarmament, demobilization and reintegration processes in the Central African Republic, the Democratic Republic of the Congo and Mali, where it is providing reintegration support for ex-combatants, a key element of successful peace sustainment.

XI. Triangular cooperation

139. The Secretariat continued to take steps to enhance triangular cooperation and consultation among the Security Council, troop- and police-contributing countries and the Secretariat in line with the commitment in the Declaration of Shared Commitments on United Nations Peacekeeping Operations. Such cooperation takes place prior to the constitution of a peacekeeping operation as well as during renewals, modifications and completion of mandates. The Secretariat regularly engages with troop- and police-contributing countries to improve timely information exchange during transitions from peacekeeping to peacebuilding, and on major changes in an operation, such as withdrawal, the scaling down of the size of the operation or

termination, as well as in cases of operational challenges or developments leading to mandate adjustments.

140. In conducting strategic reviews of MINUSCA, MINUSMA, UNAMID, UNFICYP and UNISFA, we informed relevant Member States, including the host Governments, of the objectives of the reviews and their outcomes. The Department of Peacekeeping Operations and the Department of Field Support also held informal consultations with troop- and police-contributing countries to provide updates regarding urgent situations affecting mission operations, particularly regarding safety and security. The departments also engaged troop- and police-contributing countries on issues such as force generation; gender; conduct and discipline, including allegations of sexual exploitation and abuse; the implementation of protection of civilian mandates; capabilities; performance; equipment; and national caveats.

XII. Technology and innovation in peacekeeping

141. In May 2018, the fourth international symposium of the Partnership for Technology in Peacekeeping initiative was held in Berlin. The Partnership for Technology in Peacekeeping offers Member States, academia, think tanks and other United Nations partners an opportunity to form new relationships with the Department of Peacekeeping Operations and the Department of Field Support, aligning their technological and innovative capacities with the specific needs of field missions. Emphasis was on tangible outcomes, optimizing operational procedures and transferring knowledge of modern technologies. The Partnership focuses not only on technology but on people and processes to ensure successful implementation.

142. The symposium focused on peacekeeping intelligence, convoy and patrol protection, improving security through situational awareness, training and capacity-building, the United Nations initiative on open geographic information systems and innovative technologies in information and communications.

143. Most recent technologies introduced to peacekeeping operations have been the result of those collaborations and range from improving situational awareness through the use of persistent day/night vision and sensors, highly secure networks and camp protection to training and open information standards. New initiatives such as the "UN Smart Camp" are being developed, focusing on using technology to address existing needs. The scope of the Partnership initiative reaches far beyond the annual symposium, and includes year-round work on various initiatives, such as a programme to bolster the situational awareness of peacekeepers and the initiative on open geographic information systems.

XIII. Observations

144. Peacekeeping is in a time of considerable change, as it faces new contexts, increasing threats and challenging political environments. Making sure this unique, shared instrument continues to contribute to global peace and security depends on collective ownership and collective action. Host countries, the Security Council, the General Assembly, troop- and police-contributors, financial contributors and the Secretariat, as well as international, regional and subregional organizations, all have a role to play in revitalizing this 70-year-old instrument.

145. That is the principle at the heart of Action for Peacekeeping, which has already reinvigorated the political commitment to United Nations peacekeeping. I trust that the Special Committee on Peacekeeping Operations will build on the momentum created by this initiative to ensure enhanced support for our missions. But we still

have further to go, collectively, and the Declaration of Shared Commitments on United Nations Peacekeeping Operations provides a clear agenda for achievements we can reach together.

146. We also look forward to other important steps towards reinforcing our partnerships, including the next United Nations Peacekeeping Defence Ministerial in the second quarter of 2019. It will be critical to continue to strengthen our partnerships with regional organizations, and I look forward to working even more closely with the African Union, the European Union and other partners in that regard. While we collectively work to strengthen peacekeeping, I want to reiterate that we must be realistic in our expectations. Peacekeeping is not always the most appropriate tool, particularly in conflicts requiring counter-terrorism or peace enforcement operations. Our partners will continue to play a critical role in deploying peace operations when peacekeeping is not the most appropriate instrument.

147. Even as we reinforce our partnerships, we must improve how we do business. My peace and security and management reforms will reshape the landscape of the peace and security pillar while ensuring that the United Nations infrastructure for peace and security is fit for purpose. Our continuing efforts to implement the action plan to improve the security of peacekeepers hold considerable promise for improving the security and effectiveness of each United Nations peacekeeper.

148. We count on you, our peacekeeping partners, to continue to provide a vital forum for peacekeeping in 2019 and beyond.